Public Service Commission of Canada | Commission de la fonction publique du Canada

Public Service Commission of Canada Open Government Implementation Plan

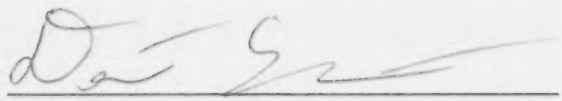
Objectives and Commitments for 2018 to 2020

Prepared by the Public Service Commission's Open Government Secretariat

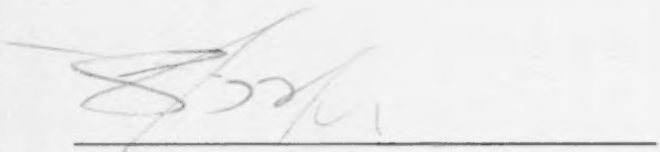
GC DOCS # 1174644

Canada

Signatures



Denis Skinner, Director General, Corporate Affairs Sector
Information Management Senior Official



Stan Lee, Vice-President, Oversight and Investigations Sector
Chief Data Officer & Champion for Open Government

Patrick Borbey, President, Public Service Commission

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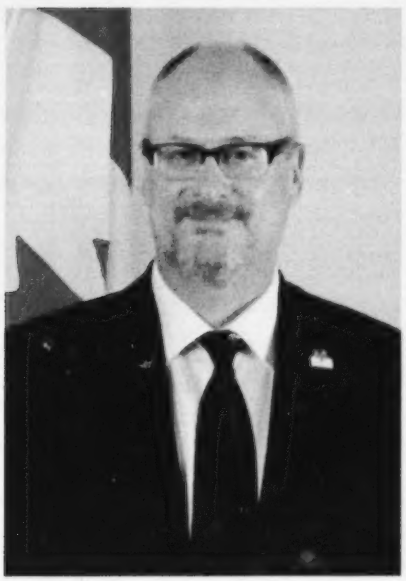
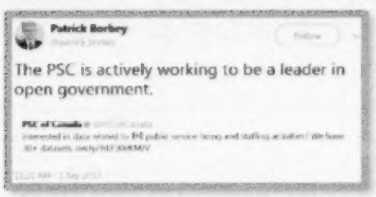
"Our plan for an open and accountable government will allow us to modernize how the Government of Canada works, so that it better reflects the values and expectations of Canadians. At its heart is a simple idea: open government is good government[1]."

- The Right Honourable Justin Trudeau, Prime Minister of Canada
November 27, 2015

1. Introduction





I am pleased to present the Public Service Commission of Canada (PSC) second biennial Open Government Implementation Plan (OGIP) 2018-2020. As Canadians' expectations for an open government accrue, organizations are being called upon to maximize the release of data and information of business value to the public.

For the PSC Open Government (OpenGov) represents an ideal opportunity to share data and information while providing the opportunity to obtain the views of Canadians on how our policies, programs and services may be improved.

It is important to acknowledge that the data the PSC collects and uses is sensitive in nature, therefore our plan is to develop a privacy by design approach to an Open PSC.

This OGIP outlines our vision and commitments for the next two years and represents a comprehensive overview of what we aim to accomplish in implementing an Open PSC. Let us actively work together to make the PSC a leader in Open Government!

2. Purpose of the Public Service Commission's Open Government Implementation Plan

The OGIP is the PSC's plan to implement OpenGov and to ensure compliance to the Directive on Open Government. The objective of the OGIP is to:

- Describe the PSC's vision for OpenGov and its four objectives, which are:
    - Support Government of Canada (GC) commitments and expectations

[1] https://pm.gc.ca/eng/news/2015/11/27/open-and-accountable-government

- create an "open by default" culture
- optimize self-service through innovation
- engage users to provide value-added data and information

- Establish appropriate governance for OpenGov activities at the PSC
- Outline the PSC's planned OpenGov activities as well as the associated roles and responsibilities

3. Background and context on Open Government

3.1 What is Open Government?

OpenGov refers to "a governing culture that fosters greater openness and accountability, enhances citizen participation in policy-making and service design, and creates a more efficient and responsive government"[2].

3.2 Open Government and the federal Public Service

Since 2012, the GC has outlined commitments and requirements for federal organizations to pursue OpenGov activities. This was further articulated through the Directive on Open Government[3], in addition to the GC's three action plans[4] on OpenGov which were developed in support of the Open Government Partnership.

As the lead on OpenGov within the federal public service, the Treasury Board of Canada Secretariat (TBS) offers its support for OpenGov activities and ensures consistency across the GC.

3.2.1 Directive on Open Government

The objective of the Directive on Open Government is, subject to applicable restrictions associated with privacy, confidentiality, and security[5], to support transparency, accountability, citizen engagement, and socio-economic benefits by maximizing the release and reuse of government information and data of business value.

The Directive on Open Government requires departments to: **establish and maintain comprehensive inventories of data and information resources of business value; maximize the release of open data and open information resources** unless subject to valid exceptions such as ownership, security, privacy and confidentiality[6]; and release data and information in **accessible and reusable formats**.

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[2] http://open.canada.ca/en/frequently-asked-questions
[3] https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=28108
[4] http://open.canada.ca/en/content/canadas-plans-open-government-partnership
[5] https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=28108
[6] https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=28108

3.2.2 Open Government Portal

The Open Government Portal (open.canada.ca) is the GC's one-stop shop where federal organizations release data and information. It contains a listing of data inventories of federal organizations and has the capacity to store assets related to open information and consultations. As of March 2018, it housed more than 78,000 datasets[7].

3.2.3 Open Government Partnership

In March 2017, Canada was elected as a co-chair for the Open Government Partnership's Steering Committee. An overview of the GC's activities for advancing OpenGov is outlined in Canada's Third Biennial Plan[8] to the Open Government Partnership released in July 2016. The plan consists of 22 commitments grouped under four themes:

- Openness
- Fiscal transparency
- Innovation
- Citizen engagement

3.2.4 Open by default

Creating an "open by default" culture is about fostering a culture of openness and transparency by **proactively accelerating the release of data and information of value.**

Canada's Third Biennial Action Plan to the Open Government Partnership includes an all-encompassing definition that describes "open by default" as[9]:

- sharing government data and information, wherever feasible, to provide public benefit, support citizen engagement, and strengthen accountability
- providing easy and consistent access to government data and information in open, standardized, digital formats
- responding efficiently and effectively to Canadians' requests for government information, including their own personal information
- simple, affordable, and efficient systems for requesting information, and meaningful responses to these requests in a timely manner
- allowing Canadians to more easily access government services through a single online window

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[7] https://open.canada.ca/data/en/dataset?portal_type=dataset
[8] http://open.canada.ca/en/content/third-biennial-plan-open-government-partnership
[9] http://open.canada.ca/en/content/third-biennial-plan-open-government-partnership#toc5-1

4. A vision for Open Government: Open PSC

Extensive internal consultations[10], and lessons learned from other federal organizations, led to the development of the PSC's OGIP, which establishes OpenGov objectives and commitments and creates a vision for an Open PSC. To ensure proper integration with its operations, OpenGov considerations have been aligned with the PSC's Data Management Strategy.

4.1 Open PSC Governance

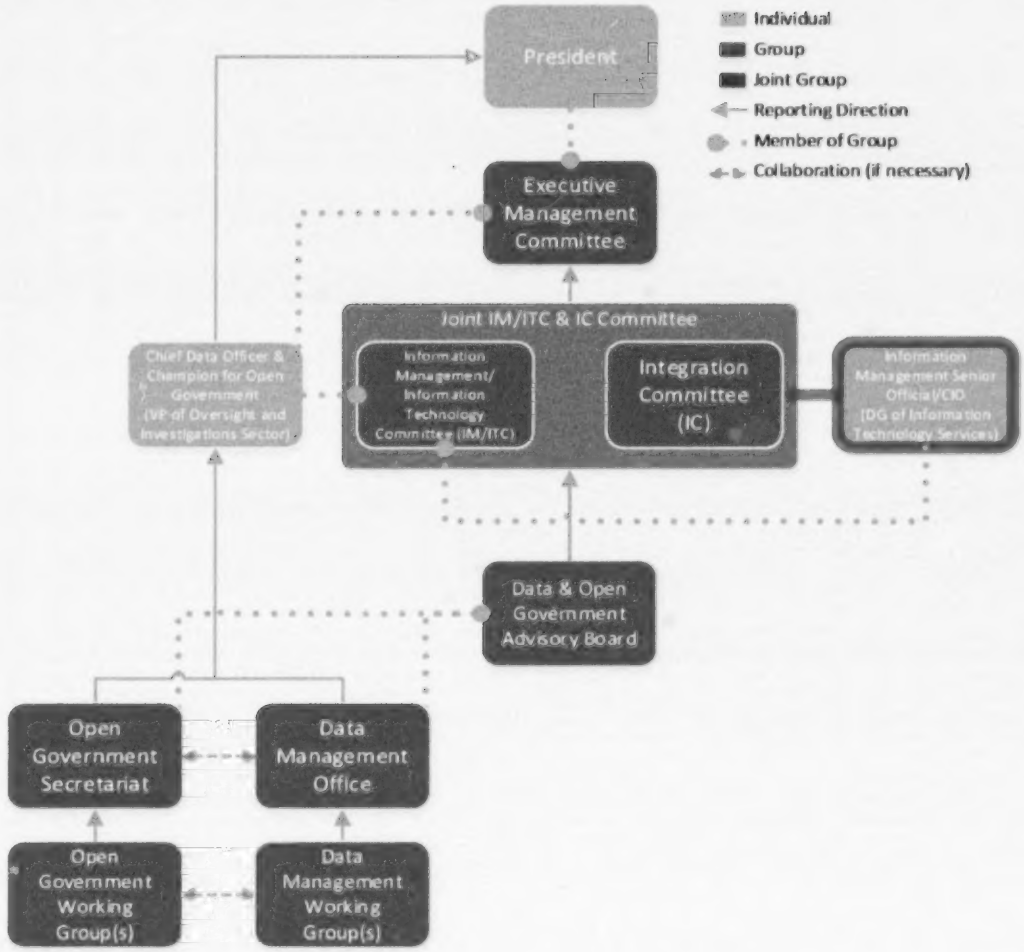
An OpenGov Champion was designated, in November 2016, by the Executive Management Committee to provide appropriate leadership and visibility to this initiative and to facilitate its successful implementation.

Governance is ensured via formal bodies such as: the Joint Information Management/Information Technology Committee (IM/ITC) and Integration Committee (IC), and the Data and Open Government Advisory Board (DOGAB). Recognizing the horizontal nature of this effort, various working groups also support an integrated approach to implementation.

Figure 1 illustrates the governance structure used at the PSC to facilitate the implementation of the vision for Open PSC (see Annex A for details on roles and responsibilities).

[10] The PSC's Open Government Secretariat (OGS) held two open houses across the PSC in fall 2017. These sessions incorporated Open Government 101 sessions presented by TBS as well as an introduction to the PSC's vision for Open PSC. OGS representatives also met with each Sector Management Committee in fall 2017 to consult on the list of proposed activities to be included in the OGIP.

Figure 1: Open PSC Governance


Individual
Group
Joint Group
Reporting Direction
Member of Group
Collaboration (if necessary)
President
Executive Management Committee
Joint IM/ITC & IC Committee
Chief Data Officer & Champion for Open Government (VP of Oversight and Investigations Sector)
Information Management/ Information Technology Committee (IM/ITC)
Integration Committee (IC)
Information Management Senior Official/CIO (DG of Information Technology Services)
Data & Open Government Advisory Board
Open Government Secretariat
Data Management Office
Open Government Working Group(s)
Data Management Working Group(s)

4.2 Value proposition

4.2.1 Move beyond compliance

The OGIP aims at moving the PSC beyond meeting essential requirements and towards becoming a leader in OpenGov. Our goal is to promote greater transparency and lay the foundation for open dialogue in support of improved program delivery and services. For example, various data visualization options will be explored to increase access to and use of PSC data and information by Canadians. In turn, the PSC will benefit from increased exposure to the views of Canadians than would normally be the case with machine-readable datasets.

4.2.2 Increase efficiencies through open data and open information

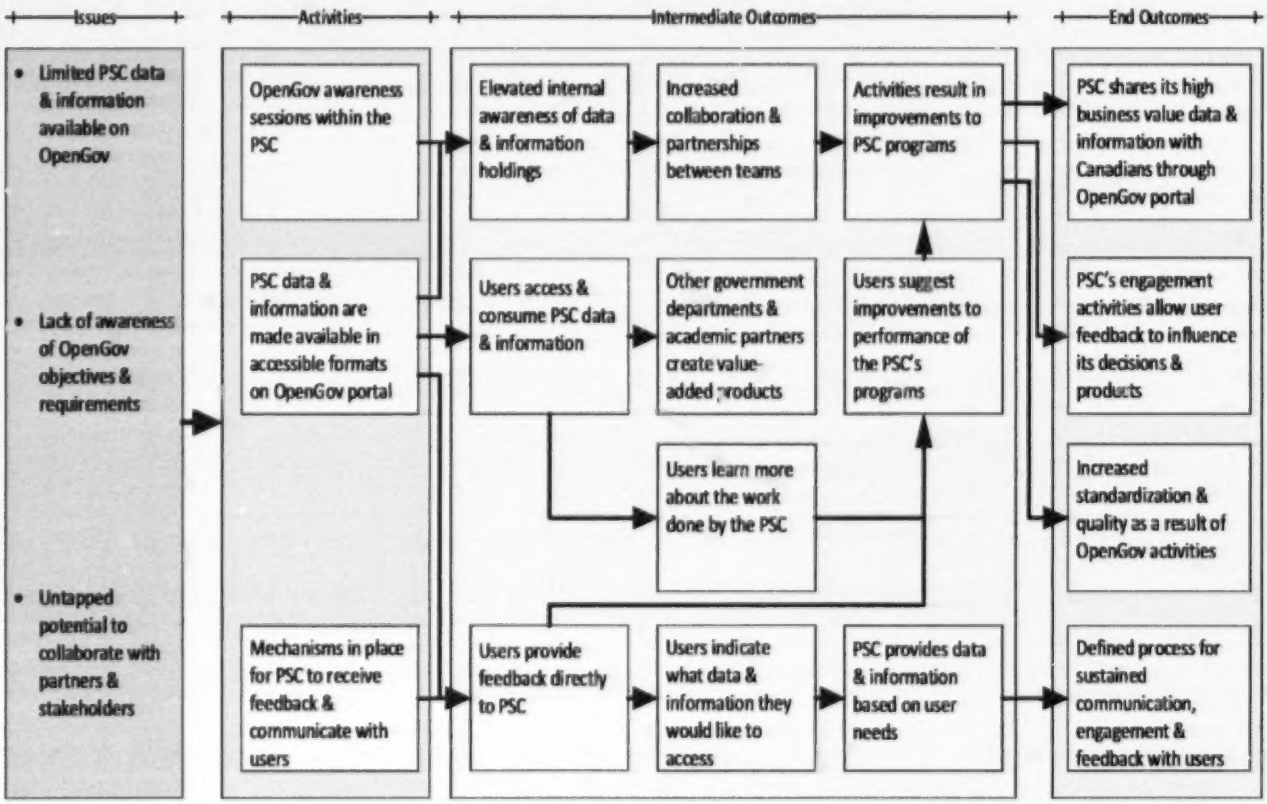
The PSC intends to create efficiencies by proactively releasing data and information, reducing the need for Canadians to access information via Access to Information. It is also exploring tools to engage Canadians to better understand their needs and interests and to target its OpenGov efforts accordingly.

4.2.3 Elevate the understanding of the PSC's work

An Open PSC aims to provide users with the opportunity to leverage PSC data and information to create products of their own for their benefit and that of other Canadians. Granting the public access to meaningful data and information increases the potential for positive impacts beyond the PSC's mandate.

Some of the key issues and value outcomes for OpenGov activities are demonstrated in Figure 2.

Figure 2: Key issues and value of OpenGov implementation


Issues
Activities
Intermediate Outcomes
End Outcomes
Limited PSC data & information available on OpenGov
Lack of awareness of OpenGov objectives & requirements
Untapped potential to collaborate with partners & stakeholders
OpenGov awareness sessions within the PSC
PSC data & information are made available in accessible formats on OpenGov portal
Mechanisms in place for PSC to receive feedback & communicate with users
Elevated internal awareness of data & information holdings
Increased collaboration & partnerships between teams
Activities result in improvements to PSC programs
Users access & consume PSC data & information
Other government departments & academic partners create value-added products
Users suggest improvements to performance of the PSC's programs
Users learn more about the work done by the PSC
Users provide feedback directly to PSC
Users indicate what data & information they would like to access
PSC provides data & information based on user needs
PSC shares its high business value data & information with Canadians through OpenGov portal
PSC's engagement activities allow user feedback to influence its decisions & products
Increased standardization & quality as a result of OpenGov activities
Defined process for sustained communication, engagement & feedback with users

4.3 Open PSC objectives

The OGIP identifies four objectives critical to the success of the Open PSC vision. Each objective will be pursued through specific commitments and related activities that were developed as a result of consultations throughout the PSC.

Figure 3 illustrates the objectives and commitments of Open PSC.

Figure 3: Open PSC objectives and commitments

Support GC commitments and expectations
Create an "open by default" culture
Optimize self-service through innovation
Engage to provide value-added data and information
Open PSC
• Establish data and information inventories
• Maximize the release of data and information
• Facilitate cultural change
• Accelerate the release of data and information
• Generate PSC data driven by the user
• Renew PSC data infrastructure
• Engage users to better understand data / information needs
• Enhance the use of PSC data through partnering

4.3.1 Support GC commitments and expectations

In accordance with the Directive on Open Government, the PSC's planned key activities include:

- Establish an information inventory by October 1, 2018
- Continue to assess data holdings for eligibility and prioritization
- Develop a Data Release Plan for Open Data Phase III and continue the release of datasets identified to be of value
- Institute a process for updating the open data and open information inventories
- Develop an Information Release Plan and assess information assets for eligibility and prioritization

4.3.2 Create an "open by default" culture

To develop a common understanding of what "open by default" means, the PSC plans to:

- Develop a communications plan to raise awareness of what "open by default" means for the PSC and promote activities that support a shift toward openness and transparency
- Explore the possibility of making all briefing notes to the President available to PSC employees
- Incorporate a challenge function regarding exceptions to "open by default" within the Terms of Reference of the Data and Open Government Advisory Board

4.3.3 Engage to provide value-added data and information

To **enhance the use of PSC data through partnerships**, the PSC supports widening the channels of communication to solicit user feedback in order to identify valuable data and information that could be released. As such, the PSC plans to:

- Develop an engagement plan to determine how to engage with and obtain feedback from users
- Identify groups within the PSC that could benefit from partnering with academics and research institutions to incorporate new and forward-looking perspectives that can help improve the PSC's services and products

4.3.4 Optimize self-service through innovation

The **renewed approach to the PSC's data infrastructure** streamlines the release of and access to data. It also adds various types of self-service tools, which may encourage stakeholders to collect and use PSC data with greater frequency and, potentially, to greater effect. As well, the PSC Data Management Strategy also incorporates an enterprise-wide approach to respond to growing needs. To meet its objective, the PSC has identified the following key activities:

- Determine self-serve requirements for data exploration and visualization
- Develop a data strategy that identifies the relationship between OpenGov, data management, and data infrastructure to implement an enterprise-wide approach to releasing data
- Develop a business case to enable IT measures that allow for the creation of a storage repository for raw data and a secure environment where that data can be accessed, manipulated, analyzed and visualized

4.4 Risks to the implementation of an Open PSC and mitigation strategies

Risks	Mitigation strategies
Publication of data/information that should not have been released (i.e., data/information that is sensitive, incorrect or lacking context)	• Identify and share standardized criteria for publication • Define dataset and information production processes to create an additional layer of approval and quality assurance • Establish a clear governance structure
Misuse or misinterpretation of released data/information	• Ensure supporting and contextual documentation is made available to minimize any misinterpretation of the data/information • Encourage users to shared back with the PSC data, information and analysis used externally, through the Open Data Portal
Vision for Open PSC does not materialize because employees are resistant to change due to fear or to a lack of understanding of the purpose	• Share links to Open Canada websites to employees as the official source of information on OpenGov • Conduct awareness sessions for all employees • Leverage senior management support to alleviate resistance to change
Lack of capacity to address user feedback due to: • unavailable information • delay in response • increase in volume of questions received • negative feedback • data/information request is outside of the scope of the PSC	• Establish a process to address user feedback and service standards • Develop pre-approved responses to negative/difficult to implement feedback that can be modified • As part of the eligibility and prioritization assessment process, add an indicator for individual groups and their capacity to respond to queries
Lack of computer/numeracy skills to use PSC data	• Direct users to links that provide information on how to use large datasets (e.g. Working with Data and Application Programming Interfaces) • Explore making easy-to-use visualization tools available to users

Risks	Mitigation strategies
	• Increase capacity within the PSC to work with data and provide cross-functional analysis to support senior management
Inability to measure impact of OGIP due to lack of performance measures and reporting on progress through governance	• Develop performance measures and report on progress at regular intervals • Open Government activities are measured as part of the Management Accountability Framework
Unavailability of data to support core mandate due unanticipated factors out of the PSC's control (e.g. Incumbent file data).	• Communicate within and outside the PSC to manage expectations • Increase capacity and reallocate resources to process data in the event of a delay in the receipt of data • Revise PSC systems with fewer need for manual input and maintenance • Document data flows, business rules and processing steps

5. Open PSC Planning Table Summary

Theme	Commitments	Lead	Timeline (months)
			2018 - 2019: A M J J A S O N D J F M; 2019 - 2020: A M J J A S O N D J F M; 2020-2021: A M
1. Support GC commitments and Expectations	**1.1 Establishing and maintaining comprehensive inventories of data and information resources to plan for their effective release**		
	1.1.1. Process to maintain data inventory	DSAD	
	1.1.2. Update data inventory	DSAD	
	1.1.3. Methodology for info inventory creation & renewal	[illegible]	
	1.1.4. Create information inventory	[illegible]	
	1.2 Maximizing the release of data and information		
	1.2.1. Update datasets on the open data portal	Various	
	1.2.2. Release new datasets	Various	
	1.2.3. Identify datasets to be released in the future	DSAD	
	1.2.4. Address Bill C-58 requirements	TBD	
	1.2.5. Identify information assets to be released (NDSI, PSR, Accommodations, Accessibility 10.0 Recruitment Challenge)	Various	
2. Create an " Open by Default" Culture	**2.1. Facilitate culture change**		
	2.1.1. Raise awareness of Open Government	CPAD / DSAD	
	2.1.2. Define & promote Open PSC & "open by default" meaning	DSAD	
	2.1.3. Add OpenGov implications into briefing note template	CS/PO	
	2.1.4. Add OpenGov implications into project charter template	[illegible] / PHID	
	2.2. Accelerate the release of data and information		
	2.2.1. Incorporate a Challenge Function into the DOGSC	DSAD	
	2.2.2. Strategy to increase number of open docs internally	Various	
	2.2.3. Explore making folders "open by default" externally	DSAD	
	2.2.4. Update OGIP	DSAD	
3. Engage to Provide Value-Added Data and Information	**3.1. Engage users to better understand data/information and system needs**		
	3.1.1. Engage PSC data & info users	Various	
	3.1.2. Finalize process for responding to questions/feedback from open.canada.ca	CPAD	
	3.1.3. Finalize process for open dialogue with external users	Outreach/ CPAD	
	3.2. Enhance the use of PSC data through partnering		
	3.2.1. Exchange data with academia and specific research institutions	[illegible]	
	3.2.2. Collaborate with other groups of interest	Various	
4. Optimize Self-Service Through Innovation	**4.1. Generate PSC data driven by the users**		
	4.1.1. Accessibility 10.0 Recruitment Challenge		
	4.1.2. Optimize data exploration, visualization and reporting	[illegible] / DSAD	
	4.2 Renew PSC data infrastructure		
	4.2.1. Integrate OpenGov into development of Data Management Strategy	DSAD	
	4.2.2. Define and implement an OpenGov approach to software development	[illegible]	
	4.2.3. Implement approved concept for modern infrastructure	DSAD	

5.1 Open PSC Planning Table

All areas of the PSC were consulted in developing the following table of Open PSC commitments, activities and deliverables that the PSC is committed to accomplishing between 2018 and 2020.

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
1. Support GC commitments and expectations	**1.1. Establishing and maintaining comprehensive inventories of data and information resources of business value held by the department to determine their eligibility and priority, and to plan for their effective release**								
	1.1.1. Develop a renewal process to maintain the PSC's data inventory (detailed, itemized list that describe the volume, scope and complexity of the data held by the PSC)	1.1.1.1. Document the process for updating the data inventory and identification of new datasets	Documented data inventory renewal process	Data Services and Analysis Directorate / Open Government Secretariat (DSAD (OGS))		- DSAD (OGS)	1-Jan-18	30-Jun-18	
	1.1.2. Update the PSC's data inventory	1.1.2.1. Use the data inventory renewal process to update the data inventory	Updated PSC data inventory published on open.canada.ca	DSAD (OGS)	All sectors, Integration Committee, DOGAB, Open Government Working Group (OGWG), Information Management Senior Official (IMSO)	- DSAD (OGS) - Business areas	1-Jan-18	31-Oct-18	

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
	1.1.3. Develop a methodology for establishing the PSC's information inventory (detailed, itemized list(s) that describe the volume, scope and complexity of the information held by the PSC) and renewal process	1.1.3.1. Review TBS guidelines and, if necessary, consult with other departments, to establish standards and methodologies that work for the PSC	Documented methodology for creating an information inventory and renewal process	Information Technology Services Directorate (ITSD)	DSAD (OGS)	- ITSD	1-Jan-18	30-Sep-18	
	1.1.4. Create the PSC's information inventory	1.1.4.1. Create the PSC's information inventory using the documented methodology and user consultations	Created PSC information inventory published on open.canada.ca	ITSD	All sectors, IC, DOGAB, OGWG, IMSO	- ITSD	30-Sep-18	31-Oct-18	
	1.2. Maximizing the release of data and information								
	1.2.1. Update the PSC's datasets on the Open Data Portal	1.2.1.1. Update the two Investigations datasets (and supporting documentation if necessary) as they become available	Updated Investigations datasets on open.canada.ca	Investigations	DSAD (OGS)	- Investigations	1-Apr-18	30-Sep-18	
							1-Apr-19	30-Sep-19	
		1.2.1.2. Update the seven Personnel Psychology Centre (PPC) datasets (and supporting documentation if necessary) as they become available	Updated PPC datasets open.canada.ca	PPC	DSAD (OGS)	- PPC	1-Apr-18	30-Sep-18	
							1-Apr-19	30-Sep-19	

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
		1.2.1.3. Update the four Priority Information Management System (PIMS) datasets (and supporting documentation if necessary) as they become available	Updated PIMS datasets open.canada.ca	Staffing Support and Priority Directorate (SSPD)	DSAD (OGS)	- SSPD	1-Apr-18	30-Sep-18	
							1-Apr-19	30-Sep-19	
		1.2.1.4. Update the remaining Annual Report (AR) datasets that have not been incorporated into the new PSRS datasets	Updated AR datasets open.canada.ca	DSAD	DSAD (OGS)	- DSAD	1-Apr-18	30-Sep-18	
							1-Apr-19	30-Sep-19	
	1.2.2. Release new datasets to the Open Data Portal and communicate to users	1.2.2.1. Develop communications plan for informing users of datasets that are planned for release	Communications plan developed	Communica-tions and Parliamentary Affairs Directorate (CPAD), External Outreach	DSAD (OGS)	-CPAD -DSAD (OGS)	1-Jan-18	30-Apr-18	
		1.2.2.2. Release Staffing and Non-Partisanship Survey (SNPS) datasets and supporting documentation	SNPS datasets published to open.canada.ca and communication delivered	DSAD	CPAD OGS	- CPAD - DSAD (OGS)	1-Apr-19	30-Sep-19	
		1.2.2.3. Release System-wide Staffing Audit (SWSA) questionnaire results	Pilot SWSA questionnaire results published to open.canada.ca and communication delivered	Audit	DSAD (OGS) CPAD	- CPAD - DSAD (OGS)	1-Apr-18	TBD	Publishing date dependent on prioritization exercise

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
		1.2.2.4. Release other datasets as they become identified and prioritized after being assessed as eligible	New datasets published to open.canada.ca and communication delivered (Job Advertisement Statistics dataset)	DSAD (OGS)	Business areas, CPAD	- CPAD - DSAD (OGS)	1-Jan-18	Ongoing	Publishing date dependent on prioritization exercise
	1.2.3. Identify datasets to be released in the future	1.2.3.1. Assets included in the data inventory are evaluated to determine their eligibility and priority for release	PSC's Data Release Plan	DSAD (OGS)	Business areas, OGWG	- Business areas	1-Jan-18	Ongoing	
		1.2.3.2. Datasets and supporting documentation are prepared for publication	Documentation ready to be published to open.canada.ca	Business areas	CPAD, DSAD (OGS)	- Business areas	1-Jan-18	Ongoing	
	1.2.4. Address the new pro-active disclosure requirements of Bill C-58	1.2.4.1. Assess business processes to identify necessary adjustments to meet new proactive publication requirements	List of adjustments to business processes that need to be made	TBD	Finance and Administration Directorate (FAD), Human Resources Management Directorate (HRMD), President's Office, CPAD, Policy and Horizontal Integration Directorate (PHID), Access to Information and Privacy Office	TBD	1-Feb-18	TBD	End date will be established once a Lead is identified

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
					(ATIPO), DSAD (OGS)				
		1.2.4.2. Consider putting new proactive publication practices into effect before the law comes into force	Decision/report on when to begin proactive publication	TBD	FAD, HRMD, President's Office, CPAD, HID, ATIPO, DSAD (OGS)	TBD	1-Feb-18	TBD	End date will be established once a Lead is identified
	1.2.5. Identify information assets to be released (NDSi, PSR, Accommodation Requests, Accessibility 10.0 Recruitment Challenge)	1.2.5.1. Assets included in the information inventory are assessed to determine their eligibility and priority for release	Public Service Commission's Information Release Plan	ITSD	Business areas	- ITSD - All sectors	1-Oct-18	31-Mar-19	
		1.2.5.2. Information assets and supporting documentation are prepared for publication	Information assets are ready for publication	ITSD	CPAD, DSAD (OGS)	- ITSD - All sectors	1-Jan-19	Ongoing	
		1.2.5.3 Assess the material for ADAI meetings for eligibility as a potential for Open Information	ADAI material	President's office	DSAD (OGS) ITSD	-All sectors	1-May-18	31-Dec-18	Publishing date dependent on prioritization exercise
		1.2.5.4. Assess NDSi for eligibility as a potential for Open Information	NDSi material	PHID	DSAD (OGS)	Business Area	15-Jun-18	31-Dec-18	Publishing date dependent on prioritization exercise

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
		1.2.5.5. Assess the lean PSR Accommodation requests for eligibility as a potential for Open Information	PSR Project material	Central Programs and Regional Offices (CPRO), PPC	DSAD (OGS) ITSD	Business Area	1-Jan-19	31-Mar-19	Publishing date dependent on prioritization exercise
		1.2.5.6. Assess Accessibility 10.0 Recruitment Challenge for eligibility as a potential for Open Information	Accessibility 10.0 Recruitment Challenge project material	Business Development and Systems Directorate (BDSD)	DSAD (OGS) ITSD	Business area	1-Jan-19	31-Mar-19	Publishing date dependent on prioritization exercise
		1.2.5.7. Assess Anonymized Recruitment Pilot Project material for eligibility as a potential for Open Information	Anonymized Recruitment Pilot Project material	DSAD	DSAD (OGS) ITSD	DSAD	1-April-18	31-Dec-18	Publishing date dependent on prioritization exercise
2. Create an "open by default" culture	**2.1. Facilitate culture change**								
	2.1.1. Raise awareness of OpenGov within the PSC and promote activities that support its implementation	2.1.1.1. Develop a communications plan to raise awareness of what "open by default" means for the PSC to support a shift toward openness and transparency	Approved communications plan	CPAD	DSAD (OGS)	- CPAD - DSAD (OGS)	1-Feb-18	30-Sept 18	
		2.1.1.2. Provide PSC employees with a regular update on OpenGov activities and progress	Annual open house activities, updates via Le Point and message(s) from the President	DSAD (OGS)	All sectors	- DSAD (OGS)	1-Apr-18	Ongoing	
		2.1.1.3. Start an Open PSC GCconnex Page that is a source for OpenGov resources	Creation of the page with content	DSAD (OGS)		- DSAD (OGS)	1-Sep-18	30-Jun-19	

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
		2.1.1.4. Create list of Open PSC "everyday" activities that each employee can incorporate into their everyday business lives	Tips and tricks sheet posted to the GCconnex page and shared through Le Point	DSAD (OGS)		- DSAD (OGS)	1-Jan-18	30-Sept-18	
	2.1.2. Define and promote Open PSC and what "open by default" means for the PSC	2.1.2.1. Establish a set of standards for what should be considered "open by default"	Standard guidelines	DSAD (OGS), DOGAB	OGWG, DSAD (OGS), ITSD, All sectors	- DOGAB - OpenGov Working Group - DSAD (OGS) - ITSD	1-Sep-18	31-Dec-18	
		2.1.2.2. Develop and disseminate awareness material	Awareness material disseminated /delivered	DSAD (OGS)	Corporate Secretariat, ITSD	- DSAD (OGS) - Corporate Secretariat	1-Apr-18	Ongoing	
	2.1.3. Incorporate implications for OpenGov into the template for briefing notes to the President	2.1.3.1. Add a section in the template to indicate whether the subject matter has any implications or possibility for OpenGov	Modified briefing note template and instructions for completing the section on OpenGov implications shared with PSC employees	Corporate Secretariat	DSAD (OGS), ITSD	- Corporate Secretariat	1-Jun-18	31-Dec-18	Explore implementation of new CCM for tracking
	2.1.4. Incorporate implications for OpenGov into the template for project charters	2.1.4.1. Add a section in the template to indicate whether the project has any implications or possibility for OpenGov	Modified project charter template and instructions for completing the section on OpenGov implications shared with PSC employees	ITSD, PHID	DSAD (OGS)	- ITSD - Policy Development Directorate	31-Aug-18	31-Dec-18	

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
	2.2. Accelerate the release of data and information								
	2.2.1. Incorporate a challenge function regarding exceptions to 'open by default' within the DOGAB	2.2.1.1. Institute a challenge function as part of the DOGAB's mandate following the assessment of data holdings	Revised Terms of Reference for the Data and Open Government Advisory Board that include the challenge function role	DSAD (OGS)	DOGAB, OGWG, ITSD	- DSAD (OGS)	1-Jan-18	30-Jun-18	
	2.2.2. Develop a strategy to increase the number of documents open internally while taking account of privacy, confidentiality and security	2.2.2.1. Make GCDocs folders "open by default" to PSC employees	Strategy and documentation developed and shared with PSC employees	ITSD	DOGAB, DSAD (OGS), ITSD	ITSD	1-Oct-18	31-Mar-19	
		2.2.2.2. Explore the possibility of making all briefing notes to the President accessible to PSC employees	Feasibility assessment results	DSAD (OGS), President's office, ITSD	OpenGov Working Group	- OpenGov Working Group	TBD	TBD	
	2.2.3. Explore leveraging GCDocs to make folders of value "open by default" externally (outside PSC – organizations and the public)	2.2.3.1. Produce a project proposal identifying the business requirements to explore options within GCDocs to make valuable documentation (e.g. draft documents, methodologies and results of innovative initiatives) available externally	VP endorsed Project proposal	DSAD (OGS)	ITSD	ITSD - DSAD (OGS)	1-May-19	15-Oct-19	
	2.2.4. Update the Open Government Implementation Plan (OGIP)	2.2.4.1. Engage all areas of the PSC to solicit input into the content and planned activities of the 2020-22 version of the OGIP	Approved plan that is published to the open.canada.ca	DSAD (OGS)	All sectors	- DSAD (OGS)	1-Apr-19	28-Feb-20	

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
W3. Engage to provide value-added data and information	**3.1. Engage users to better understand data / information needs**								
	3.1.1. Engage current and potential users of PSC's data/information to better understand their needs and inform existing and future datasets and information assets and their prioritization for release	3.1.1.1. Identify and consult with current stakeholders to assess their data/information needs	Engagement plan developed	DSAD (OGS), ITSD	DSAD	- DSAD (OGS) - ITSD	1-Apr-18	31-Dec-18	
		3.1.1.2. Reach out to groups through multiple venues (e.g., letter, Facebook, Twitter, GCcollab, GCconnex)	Outcome is documented and published on Open Information portal	CPAD, External Outreach	DSAD (OGS), All sectors	- CPAD - External Outreach - DSAD (OGS)	1-Jan-18	31-Mar-19	
		3.1.1.3. Consultations on NDSi	Business requirements as a result of Stakeholder consultations	PHID	CPAD, External Outreach	- PHID	31-Aug-18	31-Dec-18	
		3.1.1.4. Consultations on lean PSR user experience	Feedback from beneficiaries of accommodation requests	CPRO, PPC	CPAD, External Outreach	- SBSD - CPAD - External Outreach	1-Jan-19	31-Mar-19	
	3.1.2. Establish Open Dialogue process for responding to user questions/feedback on data and information published to open.canada.ca	3.1.2.1. Finalize the process for responding to questions from users on the data and information published to open.canada.ca	Finalized process and documentation	CPAD	DSAD (OGS)	- CPAD	1-Jan-18	30-Jun-18	

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
	3.1.3. Establish Open Dialogue process for actively engaging users to get their feedback/input on specific topics of interest	3.1.3.1. Finalize the process for engaging stakeholders external to the PSC on specific topics	Finalized process and documentation	CPAD, External Outreach	DSAD (OGS)	- CPAD - External Outreach	1-Jan-18	30-Jun-18	
	3.2. Enhance the use of PSC data through partnering								
	3.2.1. Undertake exchange with identified partners (e.g. academics and research institutions) to bring in new and forward looking perspectives to deliver relevant and value-added services and products in the future	3.2.1.1. Share lessons learned from data sharing between PPC and research institutions	Lessons learned documented and shared within PPC, along with MOU template and thesis	PPC	DSAD (OGS)	- PPC - DSAD (OGS)	1-Apr-18	31-Dec-18	
		3.2.1.2. Explore an additional academic partnership to examine PPC data	Scoped project and determination of potential partners	PPC	DSAD (OGS)	- PPC - DSAD (OGS)	2018-2019	2018-2019	
			Project launch	PPC	DSAD (OGS)	- PPC - DSAD (OGS)	2019-2020	2019-2020	
	3.2.2. Collaborate with other groups of interest (e.g. professional assessors, persons with disabilities, Indigenous peoples) to support the evolving needs of the public service	3.2.2.1. Identify groups within the PSC who are interested in collaborating with other groups of interest within the public service	Data/information shared within the public service. Outcome is documented and published on Open Information portal	DSAD (OGS), External Outreach, CPAD	All sectors	- CPAD - External Outreach	TBD	TBD	

Object-ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
4. Optimizing Self-Service Through Innovation	**4.1. Generate PSC data driven by the user**								
	4.1.1. Take a leading role in the Accessibility 10.0 Recruitment Challenge to create a recruitment website that is as accessible as possible	4.1.1.1. Identify business requirements to create the most accessible recruitment website	Develop accessibility expertise and best practices in the PSC	BDSD	ITSD	- BDSD - ITSD	1-Jan-19	31-Mar-19	
	4.1.2. Optimize data exploration, visualization and reporting by making dynamic online tools available for use	4.1.2.1. Deliver the Limited Prototype Experimentation platform	Delivered Limited Prototype Experimentation platform	ITSD	DSAD	- DSAD - ITSD	1-Mar-18	31-May-18	
		4.1.2.2. Use the Limited Prototype Experimentation platform to draft business requirements	Business requirements for Limited Prototype Experimentation platform	DSAD	ITSD	- DSAD - ITSD	1-Jun-18	15-Oct-18	
	4.2. Renew PSC data infrastructure								
	4.2.1. Integrate OpenGov into the development of the PSC's Data Strategy by striving to implement a simpler, more flexible, and cost-effective solution to create, maintain and share data	4.2.1.1. Develop the PSC's Data Management Strategy and identify the linkages between data management, infrastructure and Open Government	Renewed governance model and data infrastructure	DSAD (OGS)	DSAD	- DSAD	1-Jan-18	30-jun-18	
	4.2.2. Define and implement an Open Government approach to Software Development	4.2.2.1 Define and implement processes supporting the publication of PSC application code on open source platform	Software code publication process	ITSD	ITSD	- ITSD	1-Jan-18	30-Sep-18	

Object -ives	Commitments	Activities	Deliverables	Lead	Support	Resources	Timelines		Status / Comments
							Start Date	End Date	
	4.2.3. Implement the approved concept for modern infrastructure	4.2.3.1. Complete business case for the new data repository solution	Approved business case	DSAD	ITSD	- DSAD - ITSD	1-Apr-18	30-Sep-18	

Annex A: Open PSC Roles and Responsibilities

Stakeholder	Responsibilities	Support
President	Organizational accountability	Business areas
	Support "open by default" culture	Business areas
Information Management Senior Official (IMSO)	Responsible for ensuring the PSC meets the requirements of the Directive on OpenGov as defined in sections 6 and 7	ITSD, DSAD, CPAD
	Maximize the release of open data (structured data) and open information (unstructured documents and multi-media assets) under an open and unrestrictive license designated by the TBS	ITSD, DSAD
	Ensure the organization establishes and maintains comprehensive inventories of data and information resources of business value held by the organization to determine their eligibility and priority, and to plan for their effective release	ITSD, DSAD,
	Approval of OGIP prior to tabling at EMC for endorsement	Open Government Champion
EMC	Engage in regular conversation on increasing OpenGov awareness and compliance	IMSO, Open Government Champion
	Support the development and implementation of an internal change management and communications strategy to ensure the purpose and plan of the OGIP and resulting deliverables are understood, responsibilities are clear, and engagement at all levels of the organization	DSAD (OGS), Open Government Champion
	Endorsement of OGIP prior to submission for publication on the Open Government Portal	
Joint IM/IT & IC Committee	Advise EMC on the: • development and content of a vision for and approaches to OpenGov at the PSC • design, annual updates, and status reports regarding the implementation of the PSC's OGIP	Open Government Champion, IMSO, DSAD (OGS), DOGAB, Open Government Working Group(s) (OGWG)
Chief Data Officer & Champion	Champions the development, execution and reporting on the implementation of OpenGov activities in the OGIP	IMSO, DSAD (OGS), ITSD, DOGAB
	Drives the cultural change needed to implement OpenGov	

Stakeholder	Responsibilities	Support
for Open Government	Ensures that changes to the design and implementation of business and systems solutions consider the longer-lived needs for PSC data assets	
	Ensuring synergy across multiple functional areas, including the Information Management Senior Officer and the President	
	Oversees the activities of the Open Government Secretariat	
	Ensure regular conversation at IM/ITC and EMC on increasing OpenGov awareness and compliance (and at Joint IM/ITC-IC when necessary)	
Data and Open Government Advisory Board (DOGAB)	DOGAB will advise the Champion for Open Government, the joint IM/IT and Integration Committee, when required, on the: • development and content of a vision for and approaches to OpenGov at the PSC • design, annual updates, and status reports regarding the implementation of the PSC's OGIP. DOGAB will also: • play a challenge function regarding exceptions to 'open by default' • represent their sectors interests at the committee and report back on action items and act as the liaison for their sector.	DSAD (OGS), Open Government Working Group(s)
Open Government Working Group(s)	Facilitate a common understanding, at the working level, of OpenGov and how it will be implemented across all sectors within the PSC	
	Support, at a working level, the planning, development and delivery of the deliverables and activities that are outlined in the OGIP	All areas of the organization
	Report and make recommendations to the Chief Data Officer & Champion for Open Government, DOGAB, IMSO and IC, when necessary	DSAD (OGS), ATIPO, IM/IT Group, Legal, CPAD, External Services
DSAD (Open Government Secretariat)	Create, consult and seek approval, and publication of the OGIP to the Open Government Portal	All areas of the organization
	Consult with business areas to coordinate the work involved in completing the OpenGov activities and raising awareness of OpenGov	Open Government Working Group

Stakeholder	Responsibilities	Support
IM/ITC	Provide advice and support based on expertise in cases where OpenGov initiatives and activities require support in the area of IM/IT	IMSO, IC, ITSD
ITSD	Recommends, designs, develops and tests tools to: • convert the organization's information into machine-readable formats that comply with open data formats • make unstructured information available in open and accessible formats	
Chief Information Officer (CIO)	Integration of the requirements of the Directive on Open Government into any new plans for procuring, developing, or modernizing organizational information applications, systems, or solutions in support of the delivery of programs and services	
	Monitoring the OGIP to ensure that gaps in performance and compliance issues are corrected and to report significant performance and compliance issues to the Chief Information Officer Branch of the TBS	
	Verify the removal of access restrictions from institutional data and information resources of enduring value prior to transfer to Library and Archives Canada	
Business areas	Work to complete the OpenGov deliverables under their respective areas of responsibility and raise awareness of OpenGov within teams	

Annex B: Open Data and Open Information Inventories

As per the Directive on Open Government, the PSC must establish and maintain comprehensive inventories of data and information resources of business value held by the organization to determine their eligibility and priority, and to plan for their effective release[11].

While the PSC's open data inventory was first released in October 2016 and updated in October 2017, the PSC's open information inventory is in the process of being compiled and is scheduled to be released in October 2018.

The following table identifies the key stakeholders who are responsible for the creation and updating of the PSC's open data and open information inventories.

Stakeholder	Responsibilities	Support
Information Management Senior Official (IMSO)	Final approval of the open data and open information inventories before publication to the Open Government Portal	DSAD, ITSD
DSAD (Open Government Secretariat)	Establishes and maintains a comprehensive inventory of data resources of business value held by the organization to determine their eligibility and priority, and to plan for their effective release	All areas of the organization
ITSD	Establishes and maintains a comprehensive inventory of information resources of business value held by the organization to determine their eligibility and priority, and to plan for their effective release	All areas of the organization
Business areas	Ensures that considerations for data and information to be added to the inventories is built into their work plan	
	Identifies and provides data and information resources of business value	

[11] https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=28108

Annex C: Acronyms

Acronym	Definition
ADAI	Appointment Delegation and Accountability Instrument
ATIPO	Access to Information and Privacy Office
BDSD	Business Development and Systems Directorate
CIO	Chief Information Officer
CPAD	Communications and Parliamentary Affairs Directorate
CPROD	Central Programs and Regional Offices Directorate
CS	Corporate Secretariat
DOGAB	Data and Open Government Advisory Board
DSAD	Data Services and Analysis Directorate
EMC	Executive Management Committee
FAD	Finance and Administration Directorate
GC	Government of Canada
HRMD	Human Resources Management Directorate
IC	Integration Committee
IM/ITC	Information Management/Information Technology Committee
IMSO	Information Management Senior Officer
ITSD	Information Technology Services Directorate
MAF	Management Accountability Framework
NDSi	New Direction in Staffing Interface
OpenGov	Open Government
OGIP	Open Government Implementation Plan
OGS	Open Government Secretariat
OGWG	Open Government Working Group
PHID	Policy and Horizontal Integration Directorate
PIMS	Priority Information Management System
PPC	Personnel Psychology Centre
PSC	Public Service Commission of Canada
PSR	Post-Secondary Recruitment
SBDS	Services and Business Development Sector
SSPD	SSPD Staffing Support and Priority Directorate
TBS	Treasury Board of Canada Secretariat
VP	Vice-President